

State of Missouri

Modification #2

to the

Strategic Five-Year Plan

for

Title 1 of the Workforce Investment Act
and the Wagner-Peyser Act

Program Years 2007 & 2008

Table of Contents

	<u>Page</u>
Missouri's Vision, Mission and Values	3
Missouri's Goals and Major Initiatives (crosswalk with ETA's priorities)	4
Executive Summary (addresses ETA's national strategic direction priorities)	6
I. Demand-Driven Workforce Investment System within a Regional Economic Development Context 9	
II. System Reform and Increased Focus on Workforce Education and Training	13
III. Enhanced Integration through the One-Stop System with Improved Service Delivery and Increased Efficiencies	18
IV. Vision for Serving Youth Most in Need	24
V. Increased Economic and Workforce Information Data Integration and Analysis	26
VI. Effective Utilization of Faith Based and Community Based Organizations 28 (Includes contact person and new key activity required by the Center for Faith-Based and Community Initiatives)	
VII. Increased Use of Flexibility Provisions in WIA	29
VIII. An Integrated and Enhanced Performance Accountability System that Provides Improved System Results	30
Attachment 1: Missouri Targeted Industry Clusters 33	
Attachment 2: Missouri's Workforce Development System's Product Life Cycle (Talent Development)	35
Attachment 3: Waiver Extension Requests for Program Years 2007-2008 36	
Addendum 1: Waiver Request – Revision to Original Approved Waiver	39
<i>State Plan Modification #2</i>	2
<i>May 2007</i>	

Attachment 4:
42

DWD Reorganization Chart

MISSOURI'S STRATEGIC PLAN FOR MEETING NEW ECONOMY TALENT ACQUISITION AND DEVELOPMENT DEMANDS

VISION:

A skilled workforce for quality, family-supporting jobs

MISSION:

The mission of the Missouri Division of Workforce Development is to foster a skilled workforce to improve Missouri's competitiveness in the global marketplace by providing quality skill development opportunities adapted to today's business and industry standards.

VALUES:

Innovation: *Application of new products and processes to drive workforce excellence*

Adaptability: *The ease to which the workforce system responds to rapidly changing labor market challenges and opportunities*

Forward Thinking: *Application of workforce intelligence to get ahead of the plight of Missouri's workers and businesses*

Excellence: *Best in class tools, resources and practices to drive high performance and continuous improvement in the knowledge and skill development of Missouri workers*

Customer Focus: *Mobilization of resources to meet the real needs of Missouri businesses and job seekers.*

Strategic Alliances: *Business relationships among two or more organizations that provide strategic benefits to all parties*

Competitiveness: *Production of value-added workforce solutions to increase market share in talent development industry*

Accountability: *Demonstration of fiscal and programmatic integrity through sound performance and results.*

MISSOURI'S GOALS & MAJOR INITIATIVES

	ETA Priority #	Page #
I. Enhance workforce development system capacity to harness quality and excellence;		
A. One-Stop Chartering	III	19
B. LWIB Benchmarking	III	21
C. DWD Reorganization	III	22
II. Increase market penetration to create more economic opportunities for all;		
A. Missouri Career Center Marketing	III	18
B. Business Services Teams	III	19
C. SHARE Network	VI	28
D. UI Reemployment Services	III	24
E. Reengineering Career Assistance Program for TANF Reauthorization	III	20
F. Disability Navigator Program	III	21
G. Ex-Offenders (Missouri Re-Entry Process)	III	23
III. Create forward looking products and services to better anticipate and respond to labor market challenges;		
A. Business Retention/Early Warning Networks	I	9
B. Statewide Job Vacancy Survey	V	26
C. Missouri Job Crawler	V	26
D. Human Resources Diagnostic Visits by Business Service Representatives	III	19

IV. Deploy and network talent development assets effectively to address talent acquisition and development challenges; and

A. Skilled Workforce Initiative	I	9
B. New Tuition Assistance Offerings (CAAs & LiLAs)	II	15/16
C. OneKC WIRED	I	12
D. Business and Industry Training Programs	II	16
E. Missouri Career Readiness Certificate (MoCRC) and WIN Training	II	14
F. Alchemy SISTEM	II	17
G. Jobs For Missouri's Graduates (JMG)	II	14
H. Interdepartmental Coordination Council	II	13
I. METS	II	13
J. Skill Assessment and Development Centers	III	18

V. Ensure fiscal and programmatic integrity through performance, results and accountability.

A. JOBSTAT	VIII	30
B. Toolbox Case Management Redesign	VIII	30
C. One-Stop Career Center Performance Measures	VIII	31
D. New Performance Negotiations Process	VIII	31
E. Electronic Triage System	VIII	32

EXECUTIVE SUMMARY

Missouri's workforce system strategic plan for Program Years 2007 and 2008 is in response to ongoing new economy talent acquisition and development challenges. Governor Matt Blunt has charged the Department of Economic Development's Division of Workforce Development (DWD) with contributing to the creation of a more competitive Missouri and to ensure that hard working Missourians continue to be our greatest economic asset. The workforce system continues to create an impact on the state's economy by helping families acquire the training and skills necessary so that we are competing globally for both family-supporting careers and providing our businesses with the quality workforce necessary to create economic opportunities in Missouri. Simply put, there is no business incentive more valuable than a skilled workforce.

The workforce system in Missouri has begun to deploy and network workforce development assets at the regional level with economic development, P-20 education, business and industry, research institutions, etc. This ongoing transformation is a result of both the Governor's leadership and the national direction which view talent development along with entrepreneurial investment and infrastructure as the essential areas of focus, if Missouri is to effectively compete on the global level. Many of Missouri's Local Workforce Investment Boards (LWIBs) cover multiple rural and metropolitan statistical areas and are collaborating across artificial political boundaries to address solutions to talent acquisition and development challenges in industries and occupations important to regional economies across the state. Governor Blunt continues to promote regionalism through various strategies, including the recently established Skilled Workforce Initiatives (SWI), which will be discussed later in this document.

This ongoing transformation is also crossing state lines through efforts such as the OneKC WIRED Initiative where we are working with the State of Kansas and regional leaders to transform a patchwork of education, workforce and economic development programs in the Greater Kansas City Region into one synergistic system that supports the growth of health care, biotechnology and advanced manufacturing industry clusters; the Workforce St. Louis 2.0 Initiative, an innovative human capital benchmarking initiative led by the Council for Adult Experiential Learning (CAEL), is now reaching out to regional leaders in Illinois and Missouri to develop a regional talent development strategy; and the Four States Health Professions Consortium whose mission is to provide sufficient numbers of qualified healthcare professionals and support personnel to meet the current and future workforce demands of the four State region to include SW Missouri, SE Kansas, NE Oklahoma and NW Arkansas. Missouri's state and local leaders share the facilitation of key discussions and planning with adjoining state leader from many sectors to meet the national direction USDOL has established; and because it is the right thing to do in the new economy. Missouri hopes to successfully compete for other USDOL, Employment and Training funds to develop other WIRED-like initiatives, bringing workforce innovation in regional economic development activities to other regions within the state.

Although, with the exception of the OneKC WIRED area, Missouri is not requiring LWIBs to develop formal WIA and Wagner-Peyser plans at the regional level; we are using the Skilled Workforce Initiative as a powerful tool to promote regionalism. The financial incentives for LWIBs to work regionally are strong (e.g. Talent Acquisition and Development category provides up to \$200,000 per LWIB or \$500,000 per region) and will continue to grow over time.

This plan modification will show how we are skillfully and passionately re-imagining talent acquisition and development strategies in the new economy. These strategies are much more effective when they are aligned with business attraction and retention investments. The Department of Economic Development has identified eight targeted industry clusters to target business attraction and retention efforts. Those targeted industries are:

- Military, Defense, and Homeland Security
- Information Technology
- Life Sciences
- Transportation/Logistics
- Energy
- Automotive
- Finance
- Agribusiness

See Attachment 1 for more details about the definition of these targeted industries.

Business and industry continue to face increasing challenges in the recruitment of qualified workers. Occupations in many of the targeted industry clusters above require core competencies in math and science. Missouri's capacity to create new jobs in these clusters and to develop a critical mass of talent to fill those jobs will depend on the State's ability to grow and nurture Math, Engineering, Technology and Science (METS) competencies. This is Governor Blunt's number one priority.

Governor Blunt held a summit in April 2006, which was attended by leaders in business and industry, as well as P-20 education professionals, to address the METS related skills shortages of future Missourians. The work from the summit holds promise for educational reform to ensure that future Missourians are adequately prepared for opportunities that await them in the global economy.

While the METS initiative is absolutely critical, new data suggests that most of the Missourians who will be in the workforce over the next 20-25 years are currently working. Therefore a focus on adult workforce issues is also paramount. Much of adult workforce responsibility lies with DWD since we oversee the public workforce system; TANF Food Stamp employment and training; and community college delivered business and industry training for high wage job creation and retention efforts.

The following pages address our efforts in this regard as well as our response to the priorities outlined in ETA's updated national strategic direction. In aligning the state's plan modification with ETA's strategic goals, the state will address ETA's current policy emphases and strategic priorities as presented in TEGL 13-06, while concurrently addressing and highlighting what Missouri is accomplishing to meet the Governor's vision. Throughout this document, DWD will be showcasing various initiatives which demonstrate how Missouri is transforming its system into a regional focus. Please see Attachment 2 for a high level overview on how we are phasing out old employment and training and creating a 21st Century Talent Acquisition and Development System.

Missouri is therefore submitting this modification request to extend the life of the existing plan for two additional years.

I. Demand-Driven Workforce Investment System within a Regional Economic Development Context

- **Skilled Workforce Initiative**

In July 2006, Governor Blunt began a new collaborative, performance-based approach in utilizing discretionary workforce funds. It is designed to strategically target discretionary training funds to address root cause problems in industries and occupations that drive Missouri's economy. The initiative made \$7 million available to LWIBs across Missouri and provided financial incentives for regional collaboration. The Skilled Workforce Initiative process produced the following:

- ❖ Several projects in Kansas City and St. Louis that crossed LWIB boundaries;
- ❖ 100% local match, leveraging over one local dollar from community partners for every state dollar invested, more than doubling the funds available to provide workforce services;
- ❖ Simplified accounting, reporting and classification of discretionary projects and reduced administrative costs;
- ❖ Targeted initiatives as opposed to many differing initiatives with inconsistent policy objectives;
- ❖ Clear performance outcomes targeted at root cause talent acquisition and development challenges; and
- ❖ Local sustainability, seeding projects that can be imbedded in existing community infrastructure.

With the success of these projects, it is anticipated that additional multi-LWIB projects will be awarded in future years. For 2007, \$4.5 million is available to the LWIBs, with the competitive process opening on January 15th and proposals due by April 30th.

- **Regional Initiatives that Transcend LWIB Boundaries**

SWI Regional Business Retention & Early Warning Networks

An important part of economic development is keeping jobs in the state, and workforce development is often a critical factor in job retention. The Early Warning Networks initiative will enhance local workforce and economic development professionals' efforts towards saving jobs.

"Early Warning Networks" are an integral piece of a Business Retention Program, where local workforce and economic development, as well as other community representatives work together to identify at-risk companies and leverage resources to avert layoffs and closings. The Business Retention Program encourages assembling a group of local experts in the area of workforce development, education and economic development, collectively working as a Business Retention Team. This Team establishes an Early Warning Network that allows members to gather timely information, develop strategies and leverage resources in an attempt to avert layoffs and closures. Through DWD's Skilled Workforce Initiative, funds were provided for local Business Retention

Coordinators (BRCs) that will assemble and lead these local teams of workforce, education and economic development experts.

This year, DWD implemented Business Retention Programs in three pilot sites within the state: the Southwest Region, the Kansas City Metropolitan Area, and the Northwest Region. Each region has identified its Business Retention Coordinator – with two serving the Kansas City vicinity – and each region’s team has strong representation from local economic development organizations. In addition, a representative from Missouri Enterprise participates on each local team and provides expertise in the area of pre-feasibility studies for targeted at-risk businesses. Ultimately, the vision is for the concept of Business Retention Programs with Early Warning Networks to go statewide.

Factors that signal potential closures include: 1) failure to pay bills, i.e., utilities; 2) small lay-offs (not tied to seasonal conditions); 3) increase in Unemployment Insurance filings; 4) lack of hiring activity/new hires; 5) changes in leadership (plant manager, human resources or owner/ownership); 6) rumors that originate with current employees; 7) a large number of current employees beginning job search; 8) lack of capital investment in plant or equipment; 9) moving equipment out of business; 10) decreasing involvement in community activities; 11) expiring union contracts; 12) contacting lending institutions for operating capital; 13) natural disasters; 14) economic issues with larger companies who may have sub-contracted with businesses in the region; and 15) economic changes in specific industries.

SWI St. Louis Regional Nurse Retention Project

All four St. Louis area Workforce Investment Boards -- St. Louis City, St. Louis County, St. Charles County, and Jefferson/Franklin Counties – and three area community colleges (St. Louis Community College, St. Charles Community College, and Jefferson College), have joined together for the regional skills gap project, which utilizes \$361,000 to assist in alleviating the nursing shortage in the area. The project will utilize Retention Counselors in the local community colleges’ nursing programs to ensure that nursing students are able to stay in the program. The Counselors will assist with issues that would hinder students’ participation, such as childcare, transportation, and family obligations. This project will serve an estimated 311 nursing students.

SWI St. Louis Regional Entrepreneurship Training and Support Project

St. Louis City and County are collaborating with local small business development partners to provide a unique opportunity to 120 low-income and dislocated workers. This project will provide entrepreneurial training and support, including capitalization grants, to assist these individuals in establishing their own businesses, which will expand the local economy.

SWI St. Louis Regional Incumbent Worker Initiative Project

The St. Louis City and County LWIBs recognize the need for businesses to remain competitive and understand that by providing training to incumbent workers and supporting continuous learning in the workplace, they can assist businesses' competitiveness. Through this project, 1,400 employees in the healthcare, manufacturing and construction industries will be trained to improve their customer service and management skills, which will result in promotional opportunities and increased earnings for the employee. Businesses will also benefit from this training through increased productivity, lower turn-over rates and more qualified employees available for business growth and expansions.

WorkforceStLouis2.0 Project

In the 21st Century knowledge-based marketplace, the St. Louis region's most valuable economic asset is its human capital. WorkforceStLouis2.0 brings business leaders together to encourage and support strategic investments in human capital that pay returns not only for individual firms, but for the regional economy as a whole. WorkforceStLouis2.0 coordinates with and complements more traditional workforce and economic development efforts.

DWD provided the initial funding through the St. Louis Agency on Training and Employment and the Council for Adult Experiential Learning (CAEL). The WorkforceStLouis2.0 project was launched by regional business and government leaders at a meeting early in 2006. In response to interests expressed by firms in attendance at that meeting, and others, WorkforceStLouis2.0 asked PriceWaterhouseCoopers/Saratoga, a national human resource services leader, to assist with the first Workforce St. Louis Human Capital Performance Study. Fifteen large companies participated, representing the financial services, healthcare, manufacturing, plant sciences, and design/construction. The results were released in February 2007 and are being used to establish a benchmark and a standard for human capital investment in the region. The information sheds new light on talent development opportunities in the St. Louis market and provides regional employers in the St. Louis area with new methods of attracting and retaining talent. Plans are underway to export WorkforceStLouis2.0 more widely throughout the region, both in Metro-east Illinois and with more companies.

Four States Health Professions Consortium

A consortium of businesses, educators, and employment groups devoted to the future of healthcare careers across the four-state region has set its sights on development opportunities in three strategic areas. The overall effort is designed to boost the number of students, both youth and adults, into the pipeline for careers in the healthcare field and for instructors to prepare students for future healthcare careers.

The Four State Health Professions Consortium dates back to May 2000 and was originally focused on Southwest Missouri. During their history, the consortium expanded into a four states as members discovered that healthcare employers in neighboring states were facing the same challenges in recruitment and retention of workers. Now, the

overall mission statement of the consortium is to provide a sufficient number of qualified healthcare professionals and support personnel to meet the current and future workforce demands of the four-state region to include Southwest Missouri, Southeast Kansas, Northeast Oklahoma and Northwest Arkansas.

- **OneKC WIRED**

The OneKC WIRED (Workforce Innovation in Regional Economic Development) initiative represents a collaborative partnership strategically designed to drive significant economic and workforce development transformation within a bi-state region of 18 counties in the greater Kansas City area, transcending artificial, political, and service delivery boundaries. DWD serves as the grant recipient for a \$15 million USDOL ETA grant award representing both the State of Kansas and the State of Missouri. The OneKC WIRED initiative's goal is to integrate and build upon a collection of new and currently independent activities, which will lead to an unprecedented comprehensive system of economic development, workforce development, education, and training to meet the region's current and future needs.

Among many innovative components, the OneKC WIRED initiative brings together three Kansas and four Missouri LWIBs under the OneKC Regional Workforce Council, based on the same 18-county bi-state area covered by the Kansas City Area Development Council. While the Council has no statutory or regulatory authority over the seven LWIBs, it serves as a regional advisory body to develop strategies to coordinate workforce services beyond political jurisdictions. OneKC WIRED funding will help transform *random acts of excellence* within the public workforce system into a common skill development brand that supports sustainable talent pipelines in advanced manufacturing, biotechnology, and healthcare throughout the 18-county, bi-state region. This transformation includes the development and demonstration of the following:

1. **Common skill development infrastructure** that encompasses basic skills assessment and remediation, soft skills assessment and development, and occupational skills training for current and emerging workers.
2. **Common career resource platform** that ensures consistent, best-in-class career planning and exploration tools are in place to help current and emerging workers make informed decisions in the pursuit of high-growth, high-wage employment.
3. **Common business services protocol** that facilitates and coordinates the recruitment, screening and training services across the 18-county area.
4. **Occupational training** that will be coupled with work-based learning and internships to better connect classroom training with real workplace experience; thereby increasing marketability of current and emerging workers.
5. **Lifelong Learning Account (LiLA) demonstration** that builds a capacity within the three sectors that supports ongoing skill development in today's rapidly changing labor market.

6. **Regional alignment of all current worker skill development assets** (incumbent worker training, customized industry training, LiLAs, etc) that a) creates strategic synergies for increased business productivity; and b) assists workers in navigating a solid career path in targeted industries.

7. **Two-year Regional WIA/Wagner-Peyser Plan** that strategically positions the public workforce system as a relevant talent development pipeline for business and economic development across political jurisdictions in the 18-county bi-state region.

II. System Reform and Increased Focus on Workforce Education and Training

- **Skilled Workforce Initiative** (See ETA Priority I, page 9)
- **Interdepartmental Coordination Council for Job Creation and Economic Growth**

As follow-up to the final report of the State Government Review Commission, Governor Blunt issued Executive Order 06-35 to create the Interdepartmental Coordination Council for Job Creation and Economic Growth. The Council's charge is to "better coordinate the state's efforts of creating jobs and supporting economic growth." The council consists of department directors or appointees of DED, Revenue, Higher Education, Elementary and Secondary Education, Natural Resources, Conservation, Labor and Industrial Relations, Agriculture, and Transportation. The Council has recently been convened and has established tentative goals and priorities, one of which is as follows.

Goal: Education of Missouri's workforce to meet the needs of employers through skills, education, customized training, and workforce development.

Objective: Create an adequately educated and skilled workforce to meet employers' needs.

Performance Measurement: Increase in the number of Missouri workers that meet targeted skill levels, certifications, and degrees.

Performance Goals:

- Annual increase of x% in targeted skill levels
- Annual increase of x% in targeted certifications
- Annual increase of x% in targeted degrees.

DWD is supporting the work of the Council by working with P-20 education partners to align talent development strategies with job creation and economic growth strategies.

- **METS Initiative**

As discussed earlier in this plan, Governor Blunt's Math, Engineering, Technology and Sciences (METS) Initiative has placed an increased focus on workforce education and training for Missouri's young people. The METS Initiative was created to raise awareness and to recognize the challenges that Missouri will face in the coming years if more students

are not fully prepared for careers that require knowledge and skills in mathematics, engineering, technology and science. In response to the 2006 METS summit, an alliance of 20 representatives from state and local government, public education systems and Missouri businesses was tasked to create an action plan to better prepare Missouri students for a global economy and to discuss opportunities for our state to become a leader in math, engineering, technology, and science education. Governor Blunt's FY2008 budget includes \$2.9 million to fund 100 technology classrooms in 100 different schools and \$1 million to expand quality after-school programs for students to participate in math and science activities.

In addition, the Governor has asked for \$250,000 to encourage more students to take Advanced Placement (AP) courses by paying for half of the test fee for all students that take AP math and science exams. The budget also commits \$35.7 million from the state's life sciences trust fund to support ethanol, bio-diesel, plant science and animal health and nutrition research.

- **Jobs For Missouri's Graduates (JMG)**

In the fall of 2005, DWD implemented a school-to-work youth program for at-risk high school seniors in the local workforce regions. DWD's Jobs for Missouri Graduates, JMG is modeled after Jobs For America's Graduates (JAG), a statewide dropout prevention and workforce preparation program for at-risk youth delivered in the classroom through the support of school and business partnerships. The program is funded with Wagner-Peyser 10% 7B funds.

The objective of the program is to help youth secure a quality job that will lead to a good career, either directly after high school or after further education at the post secondary level. To achieve its objective, JMG focuses on keeping students in school through graduation and, during this time, improving their rate of success in acquiring employability and occupational competencies. One of the roles of the JMG specialist is to insure that students are aware of Missouri's labor market and the skills needed to meet the demand of businesses in high growth industries, including METS-related careers. Using tools such as the Missouri Career Guide, Missouri Career Centers and O*net online, students become aware of the high growth industries, wages, educational requirements and educational institutions where skills may be obtained. JMG Specialists also form hiring partnerships with employers throughout Missouri. These partnerships will include special presentations, employer visits, internships, career fairs, and special scholarship awards resulting in employment opportunities.

- **Missouri Career Readiness Certificate (MoCRC) and the Worldwide Interactive Network (WIN)**

According to a 2005 National Association of Manufacturers (NAM) survey, America's manufacturers indicated that half of their current employees have inadequate basic employability skills, such as attendance, timeliness and work ethic. The survey also revealed that 46 percent of manufacturers reported inadequate problem-solving skills and 36 percent indicated insufficient reading, writing, and communication skills. This data was validated by

Missouri's own 2005 local Skills Gap Analysis projects where LWIBs convened local planning consortiums to identify critical skills shortages throughout the state.

The MoCRC has been designed as one response to this need. The certificate is signed by Governor Blunt and has been created to assure employers that a job applicant has the necessary employability skills in three core areas – applied mathematics, reading comprehension, and locating information – that are necessary for a person to be proficient in today's workplace. The assessments are produced by ACT, Inc. through WorkKeys and have been profiled against thousands of available jobs and are consistently identified by employers nationwide as being essential for prospective and incumbent employees both for being hired and for advancement. The three levels of the MoCRC (Gold, Silver, and Bronze) are based on the scores of the three academic assessments previously mentioned. Different jobs require different abilities. The certificate will reflect quantitatively the different levels of certificates that are necessary among career fields.

An additional benefit is integration with workforce services, as an individual's assessment scores are entered in DWD's case management system to assist Career Center staff in finding the best job match for the career-seeker.

In the fall of 2006, DWD announced that Missouri was joining 11 other states to offer our basic workplace readiness credential, the MoCRC in partnership with ACT, Inc. The announcement was in conjunction with ACT, who made public its plans the same day for a National Career Readiness System to include several new products designed to help states increase the foundational skills of its workforce. DWD's MoCRC, an ACT affiliate product, utilizes a combination of job analysis, assessment and training to ensure that Missouri workers have real workplace skills and are able to compete in today's rapidly changing labor market. Effectively addressing real workplace skills will lead to reduced turnover, overtime, and waste for businesses that are making employee selection and training decisions every day.

Individuals wishing to improve their assessment scores and attain a higher level MoCRC will be provided remediation through several sources. To provide universal access, DWD has contracted with Worldwide Interactive Network (WIN) to deliver their ACT WorkKeys compatible skill-based training to improve workplace skills through an internet-based system. By making this training available to WIA partners, DWD has taken another step in improving the competitiveness of Missouri's workforce. For Missouri, this is a world-class addition to our workplace readiness product, as WIN is the national leader in remedial training for the WorkKeys-based employee job skills credentialing system.

- **Lifelong Learning Accounts (LiLAs)**

Lifelong Learning Accounts (LiLAs) are employer-matched, portable individual savings accounts used to finance education and training – like a 401(K) for skill building and career advancement. With LiLAs, workers can upgrade their skills and knowledge to meet the needs of business and industry while achieving their career goals. LiLAs serve as a new tool to assist workers, particularly those in lower wage and lower skilled positions, by improving their access to education and training for career advancement and encouraging businesses to

provide educational benefits to their employees. LiLAs also aid businesses by improving their ability to attract and retain capable employees and increase productivity. The LiLA pilot program is part of the OneKC WIRED initiative and will serve 100 workers. This program can prove to be a long-term solution for workers who desire additional education and training, but lack the financial resources necessary to pursue those desires. DWD is looking to gain insight from the OneKC WIRED project LiLA offers throughout the state.

- **Career Advancement Accounts (CAAs)**

Missouri welcomed the opportunity to be a part of the USDOL Career Advancement Account (CAA) demonstration for the automotive industry sector. Missouri's CAA initiative will have two key components for its local demonstration sites and will be administered in partnership with the states dislocated worker programs. In addition to Tier I and Tier II suppliers, below are the major automotive manufacturing sites, located in Missouri, which will be targeted for this pilot project:

- ❖ DaimlerChrysler Corporation (Truck Facility) Fenton North
- ❖ DaimlerChrysler Corporation (Van Facility) Fenton South
- ❖ Ford Company, Hazelwood
- ❖ Ford Company, Claycomo
- ❖ General Motors, Wentzville

Demonstration Components:

1. The dislocated workers from impacted sites to include a) non Trade Act certified sites, b) sites that are or may be Trade Act eligible, but have not laid-off, c) individuals that received automotive buy-out packages without educational packages and d) community impacted business sites.
2. Incumbent workers at automotive and supplier sites.

To support the targeted areas of the demonstration, we will leverage resources from WIA 25% Rapid Response, Dislocated Worker and Wagner-Peyser funds as well as Missouri General Revenue industry training funds targeted for General Motors (GM), Ford and DaimlerChrysler in 2007 and through a high-growth training grant awarded through USDOL for the training of autoworkers from the Ford, GM, and DaimlerChrysler plants. Missouri Career Center staff together with State and local Rapid Response Coordinators will work with CAA applicants, company management and union officials to inform workers of services in advance of the CAA award opportunities to ensure informed choices result in quality jobs within the eight target industry sectors addressed earlier in this plan.

- **Business and Industry Training Programs**

Missouri offers industry training programs to eligible businesses to train workers in high wage job creation and job retention efforts in conjunction with economic development incentives. These programs are operated by local educational agencies. The Missouri Job Development Fund is the Department of Economic Development's funding source for the

Missouri Customized Training Program. This program allows the State to provide training to new and expanding businesses. Funding is also used to retrain employees of existing businesses to retain businesses through both direct training and increasing employee skills.

The Missouri Community College New Jobs Training Program provides an incentive for the creation of new jobs by providing education and training of workers for new or expanding industries.

Thirdly, the Missouri Community College Job Retention Training Program provides an incentive for the retention of existing jobs by providing education and training to workers in retained jobs. Funds for this program were first appropriated in FY 2006.

In FY 2006, Industry Training Programs achieved the following:

Through the Customized Training Program, training assistance was provided to 192 projects (188 companies and four consortiums) to train 19,066 workers in new and existing jobs at an average wage of \$18.99 per hour.

The Customized Training Program continues to receive a high overall rating in customer satisfaction with 0% reporting a “poor” rating.

The Customized Training Program’s local training coordinators continue to receive high customer service satisfaction ratings. The local training coordinators met customer expectations in Fiscal Year 2006 at a rate of 99%.

Through the Community College New Jobs Training Program, training assistance was provided for nine additional companies creating 2,255 new jobs at an average wage of \$15.73 per hour.

Through the Community College Job Retention Training Program, training assistance was provided for six companies to retain 4,008 jobs at an average wage of \$26.13.

- **Alchemy SISTEM**

DWD implemented a state-of-the-art training medium in 2006 designed to upgrade the skills of Missouri job seekers and workforce professionals in its 40+ One-Stop Career Centers. The Standard Industry Skills Training and Educational Media product, known as SISTEM, was developed by Alchemy Systems L.L.P. The training, which is interactive and competency-based, allows DWD to streamline its training delivery to customers and staff while still allowing for consistency and local customization.

Initially, the standardized content will include basic job readiness workshops to include resume writing, job search techniques, financial literacy, customer service and soft skills, such as problem-solving, communication, and time management. Additional modules are being developed with content customized to meet the needs of business and industry (e.g., teamwork, problem-solving, digital literacy, etc.).

All modules developed for DWD are available in both English and Spanish, can be delivered for up to 32 people at a time and capture individual assessment results to gauge transfer of knowledge. Selected courses will be available through the internet and are made up of individual modules designed to be completed in about 15 minutes. Cost-effectiveness is one of the benefits of the system; each hour of digital training is equal to about four hours of classroom training. Likewise, a 15-minute module of Alchemy equates to an hour of traditional classroom training.

- **Skill Assessment and Development Centers**

With the decline of low-skilled manufacturing jobs in Missouri, it is more important for job-seekers to develop additional skills to make them more employable. Traditional job-seeker assistance focused on “jobs first,” getting the customer into a job, any job, with the assumption that they would learn the necessary skills for that job once employed. Today jobs require that employees have certain skills prior to employment, so our job-seeker assistance and resource room has changed to a “skills first” approach. DWD is in the process of retooling resource rooms to become Skill Assessment and Development Centers. The Centers will be equipped with assessments, such as WorkKeys, that assess individuals on core competencies needed for 85% of jobs in Missouri. If deficiencies are found in these competencies, as well as in soft and applied skills, the job-seekers can utilize remediation courses through the Worldwide Interactive Network, or WIN, as well as the computer-based Alchemy SISTEM which offers job readiness and basic skill instruction and development.

III. Enhanced Integration through the One-Stop System with Improved Service Delivery and Increased Efficiencies

- **Missouri Career Center Marketing**

DWD is implementing a new strategy to condition Missourians and businesses to see the Missouri Career Center brand in every community as the place, both physically and virtually, where employers and job seekers receive "world class" customer experiences. This starts with a new branding initiative that builds on the current brand identity that is well-established in our local communities, while improving its appeal to new customers. Based on the results of a recently-conducted brand survey project, DWD revised its existing Career Center logo to include symbols of globalization, talent acquisition and development, and an on-line product being developed as a ‘virtual’ Career Center that displays several offerings of Missouri’s workforce system.

DWD is also establishing innovative strategies for targeted marketing campaigns, like with our Missouri Career Readiness Certificate and SHARE initiatives. Marketing for these products are being handled in a state/local partnership, with the State conducting some initial statewide marketing on the basis of a Marketing Plan, and then working with workforce regions to develop local campaigns based on the Marketing Style Guide, but then would be free to develop local strategies and campaigns to most effectively market these items in their regions. DWD’s Policy and Communication Unit works with internal marketing resources (graphics design, customer outreach, and web-development experts)

and external marketing resources (market research agency; advertising agency; other vendors) to fully address DWD's marketing and public outreach needs.

- **One-Stop Chartering**

In an effort to achieve true integration and implement quality improvement and standardization in the 40+ Missouri Career Centers, the DWD and the Missouri Training and Employment Council created a set of criteria that the centers must meet to become chartered one-stops. The criteria establish three levels of comprehensive one-stop centers and are framed around the seven Baldrige principles.

BALDRIDGE PRINCIPLES MEASURE:

1. LEADERSHIP: Public and private leadership works collaboratively to provide supportive and active management of the Missouri Career Center.
2. INFORMATION AND ANALYSIS: Consistent use of meaningful, current, and reliable information by both staff and customers is fundamental to success.
3. STRATEGIC PLANNING: The Missouri Career Center strategically plans its delivery of services and continuous improvement efforts.
4. HUMAN RESOURCE UTILIZATION: The Missouri Career Center focuses on employee satisfaction, with management ensuring that staff members have the tools and skills they need to provide excellent service to their customers.
5. PROCESS MANAGEMENT: The Missouri Career Center places a major emphasis on continuous improvement, delivering services in a high quality manner and being flexible and quick in responding to customer needs.
6. CUSTOMER SATISFACTION: Employer and individual services are shaped and the Center is measured by external and internal customer feedback and articulation of needs.
7. RESULTS: As the Center's operations and service delivery progress, the performance expectations will grow, both in terms of productivity and quality of service.

- **Business Services Teams**

The original role of the workforce system's business representatives was that of marketing our labor exchange service, GreatHires, and the Missouri Career Centers. Over time, that role has evolved and has been expanded to provide a more consistent quality set of services to the business customers in their region. They now serve as **human resource diagnostic experts**, meeting with businesses and connecting them to the appropriate assistance depending on their individual company needs. This may include industry training, recruitment needs, assistance with tax credits, rapid response services or even access to information on transportation or permitting issues. In this enhanced role, the business

representatives are better informed about the industry demands for a well-prepared workforce.

Phase I: Business Services Team training was implemented to enhance services to the business customer through the development of a single point of contact system for businesses, improvement of business customer service and satisfaction, and development of systemic business marketing strategies that support the involvement of all career center partners' business contact staff. The Phase I training sessions helped the regions accomplish this goal through the develop a local business services marketing plan and provided additional instruction on conducting marketing and building relationships with business customers.

Phase II: Phase II training has been implemented to assist and guide the regional business services teams with updating and expanding their business services marketing plan to include additional partner agencies and further improve coordinated outreach activities. To accomplish this goal, Phase II training will include the following:

- ❖ Engaging more partners in the business planning process, including economic development and education;
- ❖ Improving coordinated marketing activities and communication among partners;
- ❖ Building a service mix that appeals to the local business community;
- ❖ Improving service delivery by improving procedures and protocols for business services;
- ❖ Increasing accountability by establishing measures of success; and
- ❖ Establishing a continuous improvement process.

- **Partnering to Address TANF Reauthorization (Career Assistance Program)**

DWD worked closely with the Family Support Division (FSD), LWIBs and program operators to implement changes in the employment and training services provided as part of the recently reauthorized Temporary Assistance for Needy Families (TANF) program. TANF provides cash assistance and workforce services to low-income families. This program was recently amended as a part of the Budget Reconciliation Act of 2006, necessitating many changes in policies, service protocols, and case management software reconfigurations.

In the new TANF program, several components were changed or clarified. For example, in the original legislation, the 12 allowable work and work-related activities in which TANF recipients can participate were not federally defined, but left up to the states to define. The reauthorized program does define these activities, to which states must adhere or face penalties. The reauthorization also mandates that 50% of all single-parent households and 90% of all two-parent households receiving TANF benefits must be in an allowable activity 20 or more hours per week. DWD and its subcontractors provide the employment and training services to the TANF population in Missouri through our Career Assistance Program (CAP), which had to be revised somewhat to accommodate these changes.

DWD is working closely with FSD and our CAP providers to develop strategies and procedures that will allow us to assist more people with a better mix of employment services.

Strategies that are being considered include:

- ❖ Immediate engagement, wherein participation with CAP is a factor of eligibility for cash benefits;
- ❖ Incremental sanction process which is imposed when a recipient refuses to cooperate with the employment and training requirements of TANF; and
- ❖ Community Work Experience which allows participants to meet their work requirement, acquire job skills and recent work experience, network with potential employers, and contribute valuable services to their communities.

Partnerships have been the key in maintaining quality services for our customer base through this significant legislative change.

- **Partnering to Improve Services to Individuals with Disabilities (Disability Navigator Program)**

The purpose of the Disability Navigator Program is to increase the employment rate of individuals with disabilities by enhancing the service delivery capacity within Missouri's One-Stop Career Centers. Each of Missouri's 14 LWIBs has procured the services of a local community rehabilitation agency or independent living center to hire a Disability Navigator. The Navigator is housed in the Career Center and helps to provide improved access to services and work supports that help individuals successfully enter or reenter the workforce. As a change agent, the Navigator will assure that all partner workforce staff has the training, knowledge and skills necessary to effectively serve all people with disabilities. He or she will also provide outreach to the disability and business communities, building business partnerships and demonstrating the economic benefits of hiring people with disabilities. In order to sustain the role of the Navigator in the Missouri Career Center beyond the two-year grant funding period, the Navigator is being embedded in community rehab agency operations and will be institutionalized in the One-Stop Chartering and Continuous Improvement Review processes.

In addition to the items mentioned above, the Navigator will: 1) provide a vital link to the resources that are required by job seekers with disabilities in order to become successfully employed; 2) provide program linkages to federal, state and local disability resources and programs for workforce staff and their customers so that staff can provide improved workforce services to these customers; and, 3) enhance the ability of workforce staff to serve people with disabilities while providing disability-related resources and information to the business customer, as well. A total of 16 Navigator positions will be made available, and they will participate as members of the local business services teams.

- **Local Workforce Investment Board (LWIB) Benchmarking**

In 2006, DWD, in partnership with MTEC and four LWIBs, released the report *Benchmarking Workforce Investment Boards: Critical Success Factors*. The report, prepared by the

Corporation for a Skilled Workforce, is the result of a study by DWD, MTEC, and the Central, Southwest, Northwest, and Kansas City and Vicinity Local Workforce Investment Boards, and contains information on exemplary workforce boards around the United States. The report, which can be found on DWD's website, www.ded.mo.gov/wfd, outlines several Critical Success Factors that were shared by boards that make a difference in their respective areas. These outstanding boards moved far beyond program operations and had distinct talent development roles in their communities. DWD is utilizing these report findings to improve the quality of Missouri's local boards by adjusting the incentive policy to stimulate innovation and providing technical assistance and professional development curriculum to LWIB staff and members.

- **DWD Reorganization**

The retooling of workforce solutions also requires a retooling of staff. Just as the private sector looks to internal human capital to increase business productivity and competitiveness, the public workforce system must insure that its human capital assets are deployed in the most effective fashion.

In 2007, DWD implemented a reorganization to bring the organization to a better position to respond to current realities (see Attachment 4). One of the most significant changes is the transformation from siloed program management to integrated functional management. This new model will make for much more efficient workflows at the state and local levels, emphasizing service delivery over program eligibility, and resulting in increased productivity in moving workforce customers to work sooner.

Another significant change is the transfer of the State's Rapid Response Unit from being housed with "adult programs" to the Business & Industry Services Unit. The move has made a more direct connection between those programs that work with business attraction and business retention. In addition to Rapid Response, the Business & Industry Services Unit houses the programmatic oversight of the workforce systems marketing arm (the business representatives), the Work Opportunity Tax Credit (WOTC), Foreign Labor Certification, the Missouri Employer Committee, the business-related Skilled Workforce Initiative, and the state-funded Industry Training and Incentive Programs. The change has already resulted in the inclusion of labor availability used as an incentive by the Department of Economic Development's sales staff for business attraction purposes. This connection was easy to make since the Industry Training Programs were already included as incentives for the state's economic development efforts.

Reorganization highlights include:

- ❖ Integrating financial and programmatic monitoring into one unit so that comprehensive continuous improvement and quality assurance processes are implemented;
- ❖ Centralizing grants, contracts and procurement to ensure compliance and consistency throughout DWD as it relates to federal and state regulations;
- ❖ Centralizing training and technical assistance across DWD to ensure that staff and partner training is relevant, timely and consistent;

- ❖ Creating dedicated performance management team (JOBSTAT) unit to emphasize the integration of program accountability measures (employment, retention and earnings) across multiple programs;
- ❖ Centralizing policy development and issuance process to ensure fair, consistent manner in the way workforce issuances are handled throughout DWD;
- ❖ Reshaping the Business and Industry Services unit to embed demand-driven culture within DWD.
- ❖ DWD is eliminating the Regional Manager classification through attrition (retirements and transfer of incumbents into existing vacant Supervisory positions). This will save approximately \$1 million in salary and fringe costs in the long run. Local Workforce Board One-Stop operators will provide functional oversight to all employment and training programs at the local level.

- **Partnering to Serve Ex-Offenders (Missouri Reentry Process)**

The Missouri Re-Entry Process (MRP) includes a solid partnership between DWD and the Missouri Department of Corrections (DOC). Employment is a key factor that helps to prevent recidivism with ex-offenders, and this partnership works to assist people who are exiting from Transitional Housing Units (THU). Through this partnership, people who are preparing for release from THUs are offered an opportunity to connect with workforce services through Missouri Career Centers. These job seekers work with THU staff to become registered for labor exchange services through GreatHires.org, allowing ex-offenders to obtain insights about the job market. The partnership allows ex-offenders to begin transitioning to productive, self-sufficient citizens immediately upon release. As part of the process, DWD's staff coordinate post-release assistance by working with the Division of Probation and Parole to ensure that these job seekers remain connected with workforce services. Approximately 18,000 ex-offenders are released each year, 80% of which go through THUs. According to DOC, DWD should expect 60% to 80% of these people to seek services from Missouri Career Centers Comprehensive MRP training provided by DWD's Career Center, Probation and Parole, and THU staff. This project has made the partnership between the state agencies stronger, and the processes to get ex-offenders to work greatly improved.

DOC is one of the only agencies in the nation where staff and inmates develop a Transition Accountability Plan at the beginning of incarceration to assign key mentors and identify goals in preparation for release. During the final months of incarceration, the offender is assigned to a Transitional Housing Unit (THU) which provides concentrated release preparation services providing a crucial link to immediate sources of assistance within the community—including services available through the public workforce system. Presently, 80% of all Missouri's releases are now going through this new workforce initiative, with all 11 THUs having had Career Center 101 training and are actively partnering with workforce staff around the state. Since employment is the foundation for preventing recidivism, it is especially auspicious that we are a key partner.

- **Partnering to Better Serve UI Claimants (Reemployment Services)**

Through a partnership between the Division of Employment Security (DES), DWD, and LWIBs, strategies have been developed to allow more Unemployment Insurance (UI) claimants to access re-employment services sooner, to lead them to suitable employment and reduce UI claim duration. A first step for this initiative was to expand the number of UI four-week reporting locations available, and implement changes to the worker profiling program to identify and serve more UI claimants with a higher likelihood of exhausting benefits. In addition, system changes were made to provide workforce professionals with a “duration indicator” on each four-week reporter to help determine how claimants are progressing with job search and to refer claimants to intensive services. Other system changes included activation of the toolbox “no-show” button to alert DES about people who did not attend a planned orientation. Because this is real time information, it improves overpayment, and reduces problems for customers in the long run.

The UI Reemployment partnership also worked with the Missouri Economic Research and Information Center (MERIC), to develop new job spidering technology on the DWD’s GreatHires.org, which allows UI claimant access to expanded labor market information and a gateway to thousands of jobs from a variety of online job banks. In addition, DES is working with DWD to implement O*NET SOC Auto-coder software to improve the work search registration process;

These and other combined efforts are resulting in improved services to the UI claimant, thus reducing the duration of the claim. For the 12 month period ending June 30, 2006, Missouri’s average duration was 14.6 weeks, according to USDOL. This performance tops the national average for the same period, which was 15.3 weeks, and was also better than Missouri’s performance for calendar year 2005, 15.4 weeks, and calendar year 2004, 15.5 weeks.

IV. Vision for Serving Youth Most in Need

Missouri is committed to delivering Youth Services under the Workforce Investment Act (WIA) Strategic Youth Vision (SYV). Our workforce investment system realizes that youth, including out-of-school, Native American, youth with disabilities and those most at risk of dropping out of school, are needed for high demand occupations in the 21st Century.

In an effort to realize the SYV, Missouri will focus on the following areas:

- **Focus on Alternative Education**

Missouri has contracts with the Department of Elementary and Secondary Education, who provide educational services to economically disadvantaged in-school youth, high school dropouts and out-of-school youth with basic skills deficiencies and learning disabilities. In support of the *No Child Left Behind Act*, DWD will identify alternative education programs through “mapping” and make referrals through the workforce system. Alternative education institutions will work through the one-stop career center system to access information on

local training programs, public career information, local labor markets and state workforce information.

- **Meeting Demands of Business**

As mentioned briefly earlier in this plan (See ETA Priority II, page 14), it is critical for youth to obtain the skills needed by businesses to be successful in the 21st Century. Through a contract with local workforce investment areas and local school districts, Missouri has implemented 23 Jobs for Missouri Graduates (JMG) sites. JMG, an affiliate of Jobs for America's Graduates (JAG), will serve approximately 800 in-school and out-of-school students this school year. The JAG Mission is to deliver a unique set of services to at-risk and disadvantaged youth in high school and out-of-school youth, which will result in the graduate pursuing a post-secondary education and/or entering the workforce in a quality job leading to a career with an emphasis in math and science occupations.

In Missouri, we are preparing to require strong connection/coordination with local "Skills Gap" work done recently to ensure connection to growth occupations in each region, but, more specifically, we will require direct connection to the local MAHEC (Missouri Area Health Education Centers). The mission of MAHEC is to enhance access to quality health care, particularly primary and preventive care, by improving the supply and distribution of health care professionals through community/academic educational partnerships. MAHEC Youth Programs are designed to expose students to the world of health care, educate students on opportunities, and foster interest in the health care field. In support of the MAHEC Mission and Vision statement, health career orientations and day camps are provided to middle school students, while more intensive one-on-one programming is offered for high school and undergraduate students.

- **Focus on the Neediest Youth**

The White House Task Force on Disadvantaged Youth has identified youth in foster care (particularly those aging out of foster care), youth in the Juvenile Justice system, homeless and run-away youth, children of incarcerated parents, migrant youth, Indian and Native American youth, and youth with disabilities as those most in need of services. Disability Program Navigators (See Priority III, page 21), where available, will serve as resources in facilitating the transition of in-school or out-of-school youth with disabilities. Missouri has formed a work group to include DWD, the Division of Youth Services, the Department of Public Safety, Department of Social Services/Children's Division, and the Department of Elementary and Secondary Education to address job readiness and educational preparedness for youth most in need. The work group met with a representative from the Governor's Office to discuss our initiative. The goal is to establish a State Youth Task Force to be led by the Governor's Office. This group will include state agencies representing the "neediest group," which will be responsible for making decisions.

- **Focus on Improved Performance**

Missouri is in the process of forming a "JOBSTAT" (See ETA Priority VIII, page 30) team of state and local workforce professionals to improve performance, accountability and

results for employment, retention, earnings and work participation. The goal of the 'JOBSTAT' system is to provide a reporting mechanism to generate proactive reports which will give local regions the opportunity to identify and resolve issues and move proactively toward continuous improvement on performance. The JMG program will complete co-enrollment of WIA eligible participants when it is in the best interest of the WIA participant and would potentially result in positive outcomes for local and state performance. Missouri was granted a waiver of prohibition on the ITA for older and out-of-school youth. The waiver will give local workforce investment regions flexibility which will enhance the delivery of occupational skills training with out delay. Finally, DWD staff will conduct desk-top monitoring to determine the quality of services and provide technical assistance, as needed, in an effort to improve services and performance outcomes.

V. Increased Economic and Workforce Information Data Integration and Analysis

- **Missouri JobCrawler with Real-Time Labor Market Information (LMI)**

The Missouri JobCrawler site is a powerful online employment search tool and Real Time Labor Market Information (LMI) delivery system. A collaborative effort between DWD and the Missouri Economic Research and Information Center (MERIC), it serves as an LMI delivery system by fully integrating labor market/economic data to inform employers' hiring decisions and job seekers' searches for appropriate career and training opportunities. Utilizing this new application, employers can easily conduct valuable research to better plan for today's labor force opportunities and challenging business climate. The monthly Missouri Real-Time LMI feature allows monthly reporting based on the job orders "spidered" (i.e., procured from other job search systems) through the JobCrawler system. The Real-Time LMI reports contain data on aggregated counts of job postings by occupational group, wage, educational attainment, industry, and employer on a county and/or regional basis to allow ad hoc reporting. This Real-Time data allows job seekers, workforce professionals, and employers to have the most up-to-date information about job openings in Missouri. This is due to a feature of the JobCrawler that has immediate access to detailed information on thousands of jobs from a variety of online job banks, corporate web sites, regional hospitals, local newspapers, and government sites.

Currently, the Real-Time LMI feature is being used as part of a website developed to assist workers affected by the latest round of Base Realignment and Closures (BRAC) in Missouri. The BRAC web portal (www.brac.ded.mo.gov) provides the latest news and information about state and national services designed to assist affected workers in the process of gaining re-employment. Three lab sites are being piloted with JobCrawler at Career Centers in the St. Louis, Kansas City, and Springfield areas. **Statewide implementation is planned for the near future.**

- **Statewide Job Vacancy Surveys**

The Missouri Job Vacancy Survey (JVS) is the result of a collaborative effort between MERIC and the Public Policy Research Center (PPRC) at the University of Missouri-St. Louis for DWD. The results of the JVS will be published in a web-based application that

provides information about current job vacancies for workers in each Workforce Investment Area in Missouri.

The survey data includes estimated job vacancies by industry and occupation, along with information about the reported occupations including wages, education, desired years of experience, and benefits. The survey also includes detailed data about necessary skills, math and reading level requirements, and required/desired personal attributes. This information is designed to give job seekers data about vacant positions in their region as well as data about wages and benefits offered with those positions.

Missouri employers undergoing business decisions on job retention, layoffs, complete closures, dealing with new parent companies/reorganization and those considering new investments/expansions are also an enormous consumer of the job vacancy-skills demand information. Often the local plant facilities are fighting just as hard at keeping jobs within the company in Missouri as those of us working for state and local governments.

Giving these facilities and their parent companies more systematic information on labor demand, labor availability and skills in their area is a tremendous layoff aversion tool. This information delivered through the early warning networks and DWD's Business Representatives will move JVS data from just a job seeker tool to a proactive and aggressive layoff aversion strategy.

- **Occupational Projections/ACT WorkKeys Skills Web Application**

Missouri is the first state in the nation to merge occupational employment projections data with ACT's WorkKeys job skills data (See MoCRC ETA Priority II, page 14). A web-based application currently under development will highlight the merged skills and projections data on the MERIC site. Missourians can use the data to determine which skills are needed in high-growth jobs throughout the state and then further explore other detailed career information in their region such as wages, related occupations, education/training programs, and top employing industries.

The merged database consists of statewide 2002-2012 occupational employment projections created by MERIC and ACT's WorkKeys job skill assessment system. WorkKeys has been used by thousands of employers, educators and workforce developers to hire skilled workers, determine the skills needed in specific jobs, and build the skills of the workforce.

The projections data estimates employment numbers for more than 700 occupations and projects the level of growth or decline in employment over the next ten years. Occupational employment projections data are used by employers, job seekers, training providers, and workforce developers to gauge future employment demand. WorkKeys is used to identify job seekers' levels in three skills necessary for most jobs: Reading for Information, Locating Information and Applied Mathematics.

Missouri job seekers can now use ACT's substantial WorkKeys database to determine the occupations for which they are most qualified, while also discovering which careers have the

highest potential for growth in the coming years. ACT's skill level data represents the analysis of more than 13,000 jobs across the country.

VI. Effective Utilization of Faith-Based and Community-Based Organizations

- **SHARE Network**

DWD launched the USDOL SHARE Network (Sharing How Access to Resources Empowers) initiative this year to improve the effectiveness of Missouri's 40+ Career Centers by partnering with community and faith-based organizations, service providers, and government agencies to collaboratively deliver employment and training services. The community and faith-based organizations serving as access points are already engaging this underserved population (as a food pantry or church) and fulfilling their existing missions. Under the SHARE Network initiative, Missouri Career Center staff train access point volunteers on how to use DWD's job-matching system (GreatHires.org) and also inform participants on the services offered by Missouri Career Centers. There is an on-line resource directory available for easy referral to Missouri Career Centers and other human service organizations, as well.

The SHARE Network consists of two main components: a free web-based resource directory and neighborhood access points. Any organization that has a mission that includes helping people overcome barriers to employment can visit the web site and register. The SHARE Network Access Points are located in economically distressed neighborhoods. Job seekers can visit a neighborhood access point and find trained volunteers who will help them find a job.

Currently, eight Local Workforce Investment Boards are working to establish at least two Access Points in their respective regions. As the program expands in 2007, it is expected that additional access points will be added to all workforce regions.

The following information has been inserted to address the two items required by the **Center for Faith-Based and Community Initiatives** for this plan modification:

1) Contact person that will – a) ensure state staff and organizations receiving DOL financial assistance complete upcoming web-based training on federal "equal treatment" regulations; and b) be responsible for changing policies and practices to make certain Missouri is complying with federal "equal treatment" regulations. This contact person will be Juanita Davis-Reynolds, Equal Opportunity Officer, Division of Workforce Development, 421 East Dunklin Street, P.O. Box 1087, Jefferson City, MO 65102-1087, (573)751-2428 or by e-mail at juanita.reynolds@ded.mo.gov.

2) New measurable activity or key practice DWD will implement in the next two years -- To increase participation in Missouri's SHARE Network, the state will contact state-level faith and community-based organizations. DWD's intent is to encourage these organizations to register in the SHARE Network Resource Directory (if appropriate at their state level) and to inform their counterparts at the local level (counties) throughout the state

about the network. This strategy will ensure that these organizations are given the same, consistent message about the benefits of the SHARE Network, and will compliment the LWIBs' efforts of contacting these same organizations, but at the local level. DWD anticipates contacting these organizations periodically, particularly when notified of additional organizations that may be interested in the SHARE Network.

VII. Increased Use of Flexibility Provisions in WIA

- **Waivers**

Instead of waiting for WIA reauthorization to pass, DWD has been proactively addressing Missouri's economic needs by pursuing flexibility available under waiver provisions in WIA. Governor Blunt requested eleven waiver requests this past program year and nine were approved. These waivers provide many of the tools needed to ensure our customers, both employers and job seekers, succeed in this competitive global market. Through these waivers, Missouri will continue to provide improved, innovative and adaptable solutions to the needs of business and industry. Missouri is requesting a two-year extension for the following approved waivers that DWD has been awarded since the inception of WIA:

1. Deobligation/Reobligation Policy
2. Utilize up to 10% local area funds to be used for statewide activities
3. Approved increase from 20% to 100% transfer between Adult & Dislocated Worker funds
4. Allow Individual Training Accounts for Older Youth
5. Eligible Providers of Youth Activities – competitive bid option
6. Allow Local Regions to Provide the Ten Youth Program Elements as Options Available to Youth Participants
7. Allow Local Regions to Provide 12 month follow-up as option – based on circumstances of customer
8. Waiver to Allow the Governor to Utilize 25% of WIA Dislocated Worker/Rapid Response Funds as Statewide Activity Funds **(NOTE: This waiver will be requested at 100% - see the Addendum to Attachment 3)**
9. Minimize data capture requirements (IWT)
11. Increase OJT Employer Reimbursement to 75% for Small Businesses
12. Capitalization Funds of Small Business in concert with Entrepreneurial or Micro Enterprise Training (up to \$5,000)

Missouri's approval of these waivers has made a huge impact on the workforce system and in particular for the SWI. Two of the waivers have assisted in successfully initiating two projects: the Incumbent Worker and the Micro Enterprise projects.

The State of Missouri will be requesting these same waivers for Program Years 2007 and 2008, except for Waiver # 8 listed above. As an addendum to Attachment 3, DWD is including a revised waiver request for Waiver #8, which is requesting WIA Dislocated Worker funds to be used as Statewide Activity funds from the previously approved 25%, up to 100%.

DWD will be requesting an extension for these waivers through June 30, 2009, by including in Attachment 3 an abbreviated waiver request that references the original waiver plan submission and will provide a brief rationale for the extension.

VIII. An Integrated and Enhanced Performance Accountability System that Provides Improved System Results

- **JOBSTAT**

DWD is implementing a new performance management protocol called JOBSTAT which will bring state and local experts together quarterly to proactively identify performance issues and ways to resolve them, moving the system proactively toward continuous improvement. JOBSTAT will make "workforce intelligence" valuable, accessible and understandable; but more importantly, will provide a process for performance issue detection and intervention throughout the program year. DWD is in the process of forming a JOBSTAT Team composed of state and local performance experts.

The efforts of the JOBSTAT Team will also inform revisions in the workforce case management system. As we move toward a new system, we can glean much information from the existing system in better ways, use that information to begin positive change and identify new, better and more informative needs for a new system. Our vision is that JOBSTAT will focus workforce intelligence toward our goals of employment, retention, earnings and work participation.

- **Toolbox Case Management Redesign**

As Missouri's workforce investment system has moved toward integration, the existing case management and reporting system has lost efficiency. The Toolbox system was designed for the implementation of the Workforce Investment Act Title I in 1999 and, since that time, many programs and services have been added. We have found that adding programs has diminished the efficiency of the system because it is not fully integrated; it is merely comprehensive in a "siloed" fashion.

DWD took on the monumental task of designing it's own comprehensive, service-focused system, but was unable to complete the task to our satisfaction. Since July 2006, DWD has

undertaken an investigative process to locate an existing system that will accommodate the needs of our vision of service-based, integrated and comprehensive case management and reporting. The new system will be selected, modified and implemented during the April 2007 to September 2007 timeline. It will be designed so that Missouri can modify it to meet our needs, continue to adjust it as our efforts at integration mature and provide a reporting structure to complement the needs of JOBSTAT.

- **One-Stop Career Center Performance Measures**

DWD has released on-line Career Center reports for the Wagner-Peyser program. These reports allow a Region to evaluate performance “distribution” across all centers within the region to begin learning from one another. The focus is to determine if a particular center is showing performance that is significantly lower (or higher) than other centers within a region or performance that is significantly lower (or higher) than the region’s negotiated level.

As a newly designed case management system is implemented, these reports will be expanded to show unduplicated performance (across all programs at a center) on the core measures of entered employment, retention, earnings average and (TANF) work participation. These reports will serve as the foundation of JOBSTAT workforce intelligence discovery and conversation toward continuous improvement. Continued design will allow regions to also see performance at the program level, to determine if a particular program is influencing performance more strongly than any other, and open up conversations that will lead to improvement.

Likewise, combining these performance reports with market penetration and cycle time reports will influence future delivery design as well as marketing efforts for each region. As regions develop strategies to improve, DWD will assist in gathering those “best practices” to influence change throughout Missouri.

- **New Performance Negotiations Process**

DWD took a very proactive approach to local performance negotiations for Program Year 2007. Beginning in February of 2007, DWD provided significant local labor market data to each local region along with historical data that showed past performance, economic trends, population shifts and education predictors (among many other datasets).

During the month of March, each LWIB Director and their program performance reporting support staff and teams came and met face-to-face with the Division Director and the State Performance Team to discuss the results of this data-mining exercise and begin to negotiate Program Year ‘07 local performance goals. Utilizing various formulas, conversations and prediction models, each region provided its’ proposed performance on each of the 15 WIA measures and the three Wagner-Peyser measures. DWD also provided its assumptions about what the region was capable of achieving. After lengthy conversation about each measure, how the history was impacted by recent economic trends, what each region could “aspire to”, reasonable performance expectations were agreed to for all measures in all 14 local workforce investment regions.

As the regions agreed-upon targets were accumulated into a statewide aggregate, DWD is poised to negotiate with the USDOL Regional Office, with supportive evidence showing the true capability of the combined regions, for performance goals in Program Year '07. The extent of the research, the depth of the data and the open, honest conversations lead DWD to feel extremely comfortable with the performance targets negotiated. If the upcoming State and Federal negotiations result in additional achievements above what this exercise demonstrated, the State will be required to re-negotiate with each of the regions, should that be requested by USDOL.

- **Electronic Triage System**

In order to better serve jobseeker customers, DWD is developing front end software that will provide an electronic triage and acquaint those customers with the range of services available through the one-stop career center system. By initially responding to a small number of questions, the customer will be routed to the services best situated to address their barriers to employment and speed their acquisition of sustaining employment. This approach allows Missouri Career Center staff to proactively move job seekers from resource room services to value added skill development solutions. By automating this process electronically, data acquired can be saved and made available to managers concerned with tailoring staffing and services to customer needs.

Attachment 1

MISSOURI TARGETED INDUSTRY CLUSTERS

Military, Defense, and Homeland Security

The Military, Defense, and Homeland Security cluster is comprised of industries that supply and support local and national security. Included are defense related research activities and the manufacturing of communications equipment, ammunition, military vehicles, and aircraft/aerospace components.

Information Technology

The Information Technology cluster is comprised of industries involved in the manufacturing of electronic components used in computers, communication devices, and other electronic devices. This cluster also includes planning and design of computer systems, software development, management consulting services, and research.

Life Sciences

The Life Sciences cluster focuses on industries involved in the enhancement of quality of life through psychosocial, biological, medical research and engineering. It is also comprised of chemical and medical device manufacturing.

Transportation / Logistics

The Transportation / Logistics cluster focuses on the support processes involved with the transfer of products and services. This cluster is comprised of Wholesalers, Logistical Services, Shipping Containers, Warehousing, Local Haulers, and Interstate/International Haulers.

Energy

The Energy cluster is defined by industries involved in the operations of power facilities, and the manufacturing of machinery and parts used in the production of energy.

Automotive

The Automotive cluster is comprised of industries involved in the manufacturing of motor vehicles, such as buses, cars, and trailer trucks. This also includes the manufacturing of new and after-market parts for use within the design of the motor vehicle.

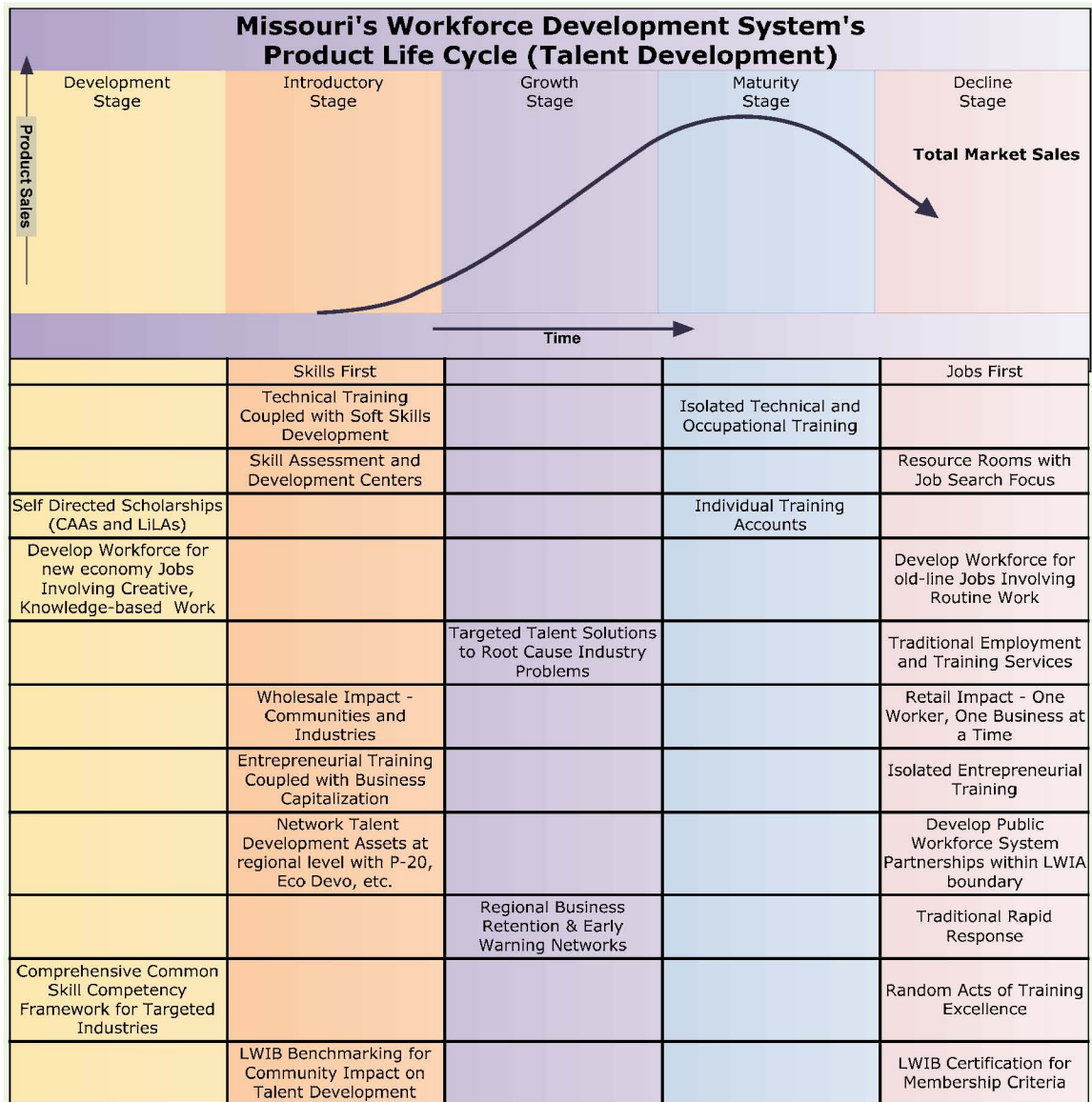
Finance

The Finance cluster focuses on industries primarily engaged in the transfer, holding, and investment of currency. These include Banking, Investment and Financing, Insurance, and Tax Preparations.

Agribusiness

The Agribusiness cluster is comprised of industries supporting farm production (animal and crop), farm-related industries, and indirect agribusiness. Farm-related and supporting industries which provide input, processing, management, and marketing comprise the core elements of this cluster.

Attachment 2



Attachment 3

WAIVER EXTENSION REQUESTS FOR PROGRAM YEARS 2007 - 2008

1. Deobligation/Reobligation Policy

Reference Original Waiver Plan Submission: Originally approved March 17, 2003 – resubmitted May 31, 2005.

Brief Rationale for the Extension: DWD can continue to recapture and reallocate unexpended balances of local area funds; provides good stewardship of taxpayer dollars and continues to be of benefit to areas of unforeseen funding needs.

2. Utilize up to 10% local area funds to be used for statewide activities

Reference Original Waiver Plan Submission: May 31, 2005

Brief Rationale for the Extension: Improves the flexibility for the LWIBs to respond quickly to employers, incumbent workers and others who can be provided services allowable under statewide activities.

3. Approved increase from 20% to 100% transfer between Adult & Dislocated Worker funds

Reference Original Waiver Plan Submission: October 3, 2005

Brief Rationale for the Extension: Allows the Governor to grant additional funding for the Adult and Dislocated Worker programs when a local region has demonstrated a unique need.

4. Allow Individual Training Accounts for Older Youth

Reference Original Waiver Plan Submission: March 1, 2006

Brief Rationale for the Extension: This waiver has allowed local regions to provide out-of-school and older youth with the educational and training programs that connect these youth with quality job opportunities in high-growth industries. The WIRED initiative in the Kansas City area has benefited from this waiver by providing formal pathways for youth to better prepare for their future and improve the region's talent development.

5. Eligible Providers of Youth Activities – competitive bid option

Reference Original Waiver Plan Submission: March 1, 2006

Brief Rationale for the Extension: DWD's SWI has a funding category "Youth Skill Shortages and Capacity Building" which addresses barriers preventing Missouri's youth

from being adequately prepared for the world of work. Through this waiver, there has been some flexibility in providing a quicker response to a youth's need by connecting with new partners who have not been established in the workforce system, but now are identified as being able to play an important role in a youth's success.

6. Allow Local Regions to Provide the Ten Youth Program Elements as Options Available to Youth Participants

Reference Original Waiver Plan Submission: March 1, 2006

Brief Rationale for the Extension: This waiver has also been flexible enough to allow local regions to progress with new innovative approaches to youth programming when necessary to assist that youth in achieving the outcomes for successful entry into successful employment opportunities.

7. Allow Local Regions to provide 12 month follow-up as option – based on circumstances of customer

Reference Original Waiver Plan Submission: March 1, 2006

Brief Rationale for the Extension: DWD has found that the flexibility provided through this waiver has given the staff and the youth customer the option of selecting services the youth truly needs. It has also provided more efficiency to the system in addressing the participant's follow-up needs.

8. Waiver to Allow the Governor to Utilize 25% of WIA Dislocated Worker/Rapid Response Funds as Statewide Activity Funds

Reference Original Waiver Plan Submission: March 1, 2006

Brief Rationale for the Extension: See Addendum of this Attachment

9. Minimize data capture requirements (IWT)

Reference Original Waiver Plan Submission: March 1, 2006

Brief Rationale for the Extension: While we are requesting the extension of this waiver, DWD does want to USDOL to recognize that this waiver could assist the business customer more effectively if the data capture requirements could be further minimized. DWD would like to continue discussion with USDOL on how this is affecting the number of incumbent worker training projects being established.

10. Increase OJT Employer Reimbursement to 75% for Small Businesses

Reference Original Waiver Plan Submission: March 1, 2006

Brief Rationale for the Extension: This waiver has enhanced the marketing of the OJT program to small businesses since the approval of a possible increase (up to 75%). Staff

dealing with businesses have had more flexibility in offering this program, particularly for those customers who have additional barriers and need the additional assistant to find suitable employment.

11. Capitalization Funds of Small Business in concert with Entrepreneurial or Micro Enterprise Training (up to \$5,000)

Reference Original Waiver Plan Submission: March 1, 2006

Brief Rationale for the Extension: Under SWT's category, Micro Enterprise Training & Support Grants, there has been a tremendous boost to this project with the opportunity to start new businesses for customers who are serious about entrepreneurship while also providing further economic growth in the region.

Addendum 1

STATE OF MISSOURI WAIVER REQUEST- REVISION TO ORIGINAL APPROVED WAIVER (changes from original in bold) WORKFORCE INVESTMENT ACT

Waiver to Allow the Governor to Utilize WIA Dislocated Worker/Rapid Response Funds as Statewide Activity Funds

The Division of Workforce Development (DWD), as the state of Missouri's administrator for the Workforce Investment Act (WIA), is requesting to provide additional flexibility for the Governor to meet priority demands in the state, such as focusing on a demand-driven, business environment and strengthening the local regions by focusing on employer and worker competitiveness through skills upgrade training.

The state of Missouri is requesting that the Governor have the flexibility to **utilize up to 100 percent** of the funds reserved for rapid response activities for statewide employment and training activities, with the exception of administration. The state, through this waiver request, assures the U.S. Department of Labor (USDOL) that it will continue to carry out all required rapid response activities, **prior to utilizing remaining funds for statewide training activities**, and will maintain its ability to respond to worker dislocations in collaboration with employers, labor unions, and other stakeholders.

WIA requires that states reserve 25% of their total dislocated worker allocation for rapid response activities, and reserve not more than 15% of Adult, Dislocated Worker and Youth funds to be used for statewide activities. It is recognized that with this waiver, additional training opportunities could be made available while maintaining an adequate level of rapid response reserve funding. **The State of Missouri wants to provide funds to LWIBs for incumbent worker and other talent development training programs to meet the economic needs of the local communities. This would be done through the Skilled Workforce Initiative's Talent Acquisition and Development funding category.**

This waiver request adheres to the format provided in WIA ss189(i)(4)(B) and WIA Regulations 20 CFR 661.420(c).

1. Statutory or Regulatory Requirement to be Waived

Missouri is requesting a waiver of the language limiting the authority to provide the activities at WIA Section 134(a)(1)(B) to statewide reserve funds. This waiver would permit the state to use up to **100 percent** of the funds reserved for rapid response activities at WIA Section 133(a)(2), to provide the allowable statewide employment and training activities authorized at WIA Section 134(a)(3)(A), with the exception of administration, at WIA Section 134(a)(3)(A)(i).

2. State or Local Statutory or Regulatory Barriers

There are no known state or local statutory or regulatory barriers to implementing this waiver. Upon notification of the approval of this waiver, DWD will incorporate it into policy and distribute to the local regions.

3. Goals and Expected Programmatic Outcomes of this Waiver

As described, Missouri's primary focus for use of these funds will be to assist the state in meeting the demand for incumbent worker training. Missouri is interested in strengthening the demand driven system of integrated employment and training service offerings to give the state a competitive workforce and long-term economic growth.

The goals obtained by approval of this waiver include:

- **Additional flexibility as needed to ensure adequate funding for talent development programs.**
- LWIBs would be better equipped to handle the business needs in their communities with training that would provide more highly skilled employees.
- Align local-level workforce development strategies with the Governor's vision for an improved demand and economically driven workforce system.
- Assist Missouri in addressing some of the strategies of the USDOL's national strategic priorities, including the enhanced integration of workforce investment systems and providing greater flexibility in structuring workforce investment systems.
- Increase employer/LWIB collaboration to address industry needs and worker training.

4. Individuals Affected by this Waiver

The state and local regions will be able to target more resources than the state has allocated at this time for layoff aversion activities involving incumbent worker training.

5. Processes Used to:

Monitor the Progress in Implementing the Waiver

Should this waiver request be granted, DWD will ensure that regular reviews of the funds utilized for incumbent worker activities will not negatively impact the local services to dislocated workers. The state will monitor the implementation of the waiver through oversight and local reporting. The state will review applicable policies and procedures developed for this waiver and modify as necessary.

Provide Notice to any LWIB Affected by the Waiver

Prior to the submission of the waiver request, DWD will inform all regions of its intent via an email memorandum, with this document attached.

Provide any Local Board Affected by the Waiver an Opportunity to Comment on the Request

A 30-day comment period from the date of written notification will be given to allow LWIBs an opportunity to provide comments on the waiver request. Copies of any comments received will be forwarded to the USDOL's regional offices in Chicago.

Ensure Meaningful Public Comment on the Waiver Request

A 30-day comment period from the date of publication on the state board's website (<http://www.mtec.ded.mo.gov/resources2>) will be given to allow the public an opportunity to provide comments on this request. Copies of any comments received will be forwarded to the USDOL's regional office in Chicago.

DWD Reorganization

